



# Memorandum

Subject: REPORT OF THE COMMANDANT'S DIVERSITY  
ADVISORY COUNCIL

Date: FEB 13 2001  
5050

From: Assistant Commandant for Human Resources

Reply to: G-WTL  
Attn. of: YNC Jamie Rambo  
7-2389

To: Distribution

1. Enclosure (1) is the final report from the Fall 2000 Diversity Advisory Council. This report includes comments from G-C on the "Current Issues" being considered by the DAC. They are highlighted in gray. Please review and provide comments on the "Current Issues" to G-WTL by COB on 9 March 01. We have also provided the complete Fall 2000 report for your information.

2. If you have any questions regarding these matters, please contact CAPT Curt Odom at ext. 7-6724 or LCDR June Ryan at 7-2467. Thank you for your assistance.

  
F. L. AMES

Encl: (1) Fall 2000 Diversity Advisory Council Report

Dist: G-H  
G-WT  
G-WK  
G-WP  
G-OC  
G-L  
G-CIT  
G-OCA  
G-LMJ

G-WPM  
G-WKH  
G-WKW  
G-WP-1  
G-WPC  
G-O-CGIS  
CGPC-opm  
CGPC-epm

Copy: G-M  
G-S  
G-CQM

*Distributed to  
all action +  
copy offices  
2/15/01  
JAR*

## **Fall 2000 DAC Report Table of Contents**

<b>Contents</b>	<b>Section</b>
Summary of The Fall 2000 Diversity Advisory Council Meeting Responses to G-CV Questions	1
Current Issues and Recommendations	2
Pending Issues and Recommendations	3
Resolved Issues and Recommendations	4
List of DAC Members	5
Power Point Presentation for 8 Dec 00 Out-brief with G-CV	6

ENCLOSURE (1)



# Memorandum

Subject: FALL 2000 DIVERSITY ADVISORY COUNCIL  
MEETING

Date: 22 December 2000  
5050

From: G-WTL

Reply to (G-WTL)  
Attn. of: CAPT Odom  
7-6724

To: G-C

1. The Commandant's Diversity Advisory Council convened at 0800, 4 December 2000.
2. The Council meeting was held as an open session.
3. The Council met at the following times:

4 December 2000, 0800 - 1700

5 December 2000, 0800 - 1700

6 December 2000, 0800 - 1630

7 December 2000, 0800 - 1600

8 December 2000, 0800 - 1730

4. Agenda:

a. The Council received the following updates and training:

- (1) Roles and Responsibilities of the Diversity Advisory Council (CAPT Curt Odom).
- (2) An Overview of Coast Guard Recruiting Initiatives (CAPT Warren Schneeweis).
- (3) The Development of an Access Database for Tracking DAC Recommendations (LTJG Damon C. Edwards).

b. The Council hosted the following guest speakers:

- (1) Ms. Mari Santangelo, DOT Director of Human Resources.
- (2) RADM Fred Ames, Assistant Commandant for Human Resources.
- (3) Mr. Walter Somerville, Assistant Commandant for Civil Rights.

5050  
22 Dec 00

Subj: FALL 2000 DIVERSITY ADVISORY COUNCIL MEETING

c. The Council in-briefed the Vice Commandant at 1500, 4 December 2000. During his discussion with the Council, the Vice Commandant tasked the DAC to answer the questions included in section one of this report.

d. The Council met in general session and developed the following vision and mission for the DAC.

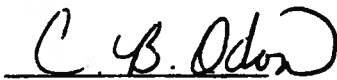
(1) Vision - A positive environment for a diverse workforce.

(2) Mission - Bring diversity issues from the field to Senior Leadership and Program Managers to promote behaviors which establish and maintain a positive work environment for the benefit of every member and ultimately the total organization.

e. Council members met in one of four subcommittees: Equal Opportunity, Ethnic, Gender and Workforce. The subcommittees discussed issues pending from previous meetings and new issues of concern and developed recommendations for the Commandant's consideration. Each subcommittee also developed one objective to support the DAC vision and mission.

5. The Council out-briefed the Vice Commandant at 1500, 8 December 2000. The brief began with an introduction by Mr. Cruz Sedillo and CAPT Curtis Odom, the Diversity Advisory Council Co-Chairs. Members from each subcommittee and the Co-Chairpersons answered the Vice Commandant's questions from the in-brief and presented their findings and recommendations.

6. The Council adjourned at 1730, 8 December 2000.

  
C. B. ODOM

  
C. SEDILLO

## Responses to the Vice Commandant's Questions

During the Diversity Advisory Council (DAC) in-brief, the Vice Commandant gave the DAC members six questions for their consideration. The questions were answered by DAC members during the out-brief.

### **1. Should the DAC Report be routed to the Commandant and the Program Managers concurrently?**

The DAC report can be forwarded to the Commandant and the Program Managers concurrently. Distributing the report concurrently will provide an opportunity for the Program Managers to review the issues earlier and begin taking steps, as appropriate. This report has been forwarded using the new process.

### **2. What is the DAC representation from the afloat community or isolated duty stations?**

The goal of the DAC is to have a cross-section of membership that represents the Coast Guard workforce. DAC members that were assigned to vessels received orders to shore units or completed their two year DAC term. Following the Spring 2001 meeting, several DAC members will complete their DAC term. The DAC will make it a priority to solicit for a representative from the "seagoing" community.

### **3. Where are we in comparison the Sec DOT Diversity Management Guidance? When you place one next to the other, how do we stack up? Are there gaps? What are the barriers to closing those gaps? How can we close the gaps you have identified? Where do we go from here?**

The CG's Approach to Diversity Management: The Coast Guard's approach to Diversity Management is based on many sound initiatives (including Climate and Cultural Assessments, the Diversity Advisory Council (DAC), Leadership Forums, Diversity Summits and field communications through Flag Voices.) These initiatives, by industry standards, are forward thinking and ultimately will assist the CG in continuing to create a more positive environment. Because of these initiatives, the Coast Guard has gained an excellent reputation and serves as a model for other agencies and private industry.

Deployment of Diversity Management: The actual deployment of Diversity Management within the Coast Guard is less impressive. Although all initiatives listed in the above paragraph exist, there remains little understanding of Diversity Management in the field. Diversity Management remains understood and deployed, only within the most-senior levels of CG leadership. Deployment throughout every level of the organization remains the greatest gap. This lack of Diversity Management understanding diminishes Coast Guard's overall effectiveness.

**3. (cont.) Where are we in comparison the Sec DOT Diversity Management Guidance? When you place one next to the other, how do we stack up? Are there gaps? What are the barriers to closing those gaps? How can we close the gaps you have identified? Where do we go from here?**

**a. What are the barriers?**

Time: Simply put, it takes time for thorough Diversity Management deployment to take place in any organization.

The "Beltway Barrier": Getting information out of the beltway to the field is a difficult process. The "beltway barrier" most likely occurs because Headquarters elements and field units have different focuses. Headquarters is focused on the "macro-level"/Program Manager level. Field units are more focused on the "micro-level"/day to day operations and getting the job done.

Attention Competition: Field units are inundated with operational and administrative requirements. Due to operational demands, the unit and/or supervisors often reprioritize whatever information does get over the "beltway barrier" often placing diversity management as a lower priority.

A Lack of "Systems" Thinking: Diversity management must be understood and accepted throughout the organization, at all levels. It takes a systematic approach to create a positive workplace environment within the Coast Guard. Leadership is the key to its success in our resource-constrained environment, where money, people and time are not available in sufficient supply. In the opinion of the DAC, the issues and concerns that senior leadership values and models as the top priorities, the field will value and model as top priorities.

**b. How can we close the gaps you have identified? (Implementation)**

Leadership: Leadership (at all levels) must be in-tuned to the desired direction of organizational diversity management. Through education, training, and professional development, diversity management advocates must take every opportunity to raise the awareness of Diversity at all leadership levels. Diversity management awareness training can be conducted formally or informally. It can be an agenda item for flag conferences, CO/OIC conferences, or an informal subject of discussion at various field unit events/training sessions.

Resources: With the current "do-more-with-less" philosophy, balancing resources presents a gap to deploying any change.

Interventions: Diversity management interventions must be developed, implemented and celebrated. Nothing undermines the efforts of "organizational change agents" more than gathering data that appears, to the field, to never make a positive impact or change.

**3. (cont.) Where are we in comparison the Sec DOT Diversity Management Guidance? When you place one next to the other, how do we stack up? Are there gaps? What are the barriers to closing those gaps? How can we close the gaps you have identified? Where do we go from here?**

**c. Where do we go from here?**

The DAC Workforce Subcommittee has established a new issue and has developed recommendations to help deploy the diversity management approach Coast Guard wide. (The issues is listed as Workforce Subcommittee current issue #3)

**4. Review the opportunities in the wake of the NAACP Conference. How can we follow-up on the opportunities that were presented?**

As a result of the Coast Guard's exposure at the NAACP Conference, the Coast Guard recruiting received approximately 90 contacts from individuals interested in serving in the Coast Guard (60) or Coast Guard Auxiliary (30).

Of the sixty interested in joining the Coast Guard, fifteen were assigned to the Baltimore Recruiting Office, and the others were distributed throughout the recruiting community. All of these individuals are attending high school. Recruiting offices will continue to follow up on the leads generated and ensure the potential recruits "remain fully engaged."

The names of individuals that were interested in joining the Auxiliary have been given to the Rear Commodore of the Fifth District Southern Region.

**5. What are the DAC's sources of information? Are the input/data sources sufficient? Are there other sources of input?**

Below are several sources the DAC uses to obtain information. We have listed "Field units" first because that remains our primary source for gathering information and issues to bring to the DAC.

- ♦ Field units (crew members & command cadre)
- ♦ Human Relations Councils
- ♦ MCPO-CG
- ♦ Command Master Chiefs
- ♦ QPC Corps
- ♦ Civil Rights Officers
- ♦ Equal Opportunity Advisors
- ♦ Briefs By Top DOT Officials
- ♦ Headquarters Staff / Program Managers
- ♦ Recruiting Command Data/Trends
- ♦ Diversity Summit
- ♦ Previous Reports (MAC, WAC, DACOWITS, etc)
- ♦ Federal EEO Advisor Publications
- ♦ Workforce Cultural Audit
- ♦ Reserve Customer Satisfaction Surveys
- ♦ Civilian Needs Assessment
- ♦ Auxiliary Survey
- ♦ Auxiliary OPCOM Reports
- ♦ AUXMIS
- ♦ Civilian Advisory Boards
- ♦ Other "Diversity" Readings/Articles

**5. (cont.) What are the DAC's sources of information? Are the input/data sources sufficient? Are there other sources of input?**

**a. Are the input/data sources sufficient?**

The input sources are sufficient to validate key issues discussed by the DAC. The information is cross-referenced with the other sources (i.e. Program Managers, Commandant Policy, etc.).

**b. Are there other sources of input?**

Yes. The DAC has not used the resources/expertise of budget and resource personnel (G-CPA). As we work through issues, and develop recommendations, we believe CPA's input would be valuable. Additionally, we could use the information gathered in other studies such as JONA, SENA, and EAST, among others.

**6. Give me your thoughts on the proposed Organizational Assessment.**

The DAC received a briefing from Dr. Steve Wehrenberg on the Organizational Assessment tool that is being considered as a key element in the Human Resources Measurement System. We highly endorse the use of the Office of Personnel Management's Organizational Assessment. It will give the Coast Guard a method of obtaining data periodically. Additionally, the information and data gathered from the original Workforce Cultural Audit can be used as a benchmark for the OPM Organizational Assessment.



## Codes for Subcommittee Recommendations

The following is a list of Diversity Advisory Council (DAC) recommendations. They are broken down into four categories. The categories are:

<b>Code</b>	<b>Title</b>	<b>Description</b>
<b>C</b>	<b>Current Issues</b>	Current issues are the DAC's top nine most important issues.
<b>PA</b>	<b>Pending Action</b>	Pending Action issues are issues or recommendations that are pending action from the Program Managers. (i.e. if a DAC recommendation is awaiting an ALDIST/ALCOAST release.)
<b>PD</b>	<b>Pending DAC Consideration</b>	<p>Pending DAC consideration issues are issues or recommendations that are pending future DAC consideration.</p> <p>The DAC limits itself to nine "Current" issues (2 issues per subcommittee except the Workforce Subcommittee who is allotted 3 issues). All other issues, brought to the attention of DAC members for consideration, are tabled for future DAC consideration.</p>
<b>R</b>	<b>Resolved</b>	Resolved issues are issues or recommendations that have been introduced during previous DAC meetings that have been addressed and resolved or withdrawn.

“C”  
Current  
Issues

## Diversity Advisory Council Fall 2000 Issues and Recommendations

**C** = Current  
**PA** = Pending program manager action  
**PD** = Pending DAC consideration  
**R** = Resolved

C	PA	PD	R	Date Opened	Issue Discussion	Action Office	Recommendation
					<b>WORKFORCE SUBCOMMITTEE</b>		
X				Fall 98	<b>Minorities and women remain underrepresented in all components of the Coast Guard</b>  Data presented by the Coast Guard Recruiting Command and G-H indicates there has been progress in some areas, but there remain significant gaps between current and desired states.	G-WP-1	Apply Workforce 2015 representational goals to the Reserve, Auxiliary, and Civilian workforce, in addition to the Active Duty component.  <b>Comments G-C:</b>  <b>Right on target. Press on. I still want interim goals set as we discussed before.</b>
X				Fall 00	<b>Civilians continue to feel excluded in Team Coast Guard</b>  Although this issue was originally opened during the Fall 98 DAC and subsequently closed in Spring 00, we are reopening it because the concerns previously raised have not been fully resolved. The Civilian Needs Assessment affirms many of the civilian issues the Workforce subcommittee has presented at previous out briefs.	G-WPC	We will review the results of the Civilian Needs Assessment and discuss further action at the next DAC meeting.  <b>Comments by G-C:</b>  <b>Concur. Delighted we're reopening this file. Press on.</b>

## Diversity Advisory Council Fall 2000 Issues and Recommendations

**C = Current**  
**PA = Pending program manager action**  
**PD = Pending DAC consideration**  
**R = Resolved**

C	PA	PD	R	Date Opened	Issue Discussion	Action Office	Recommendation
X				Fall 00	<b>WORKFORCE SUBCOMMITTEE</b>  <b>Members of Team Coast Guard generally do not have a good understanding of diversity management, and therefore are not involved or held accountable</b>		
					<p>Active involvement in diversity management must move beyond CG Headquarters. After comparing CG diversity accomplishments with the SEC DOT Diversity Management Guidance document dated 21 Jan 98, we concluded that diversity is not well understood and is not generally practiced at the “<u>deck plate</u>” levels. When comparing CG “<u>Diversity Reputation</u>” to CG “<u>Diversity Reality</u>” the gap appears to be a Coast Guard Diversity Management “deployment” issue as we indicated in the Spring 2000 Diversity Advisory Council meeting.</p>	<p>G- W WTL CQA</p>	<p>We recommend the following actions take place to increase the “deployment” of Diversity Management CG wide:</p> <ol style="list-style-type: none"> <li>1) Conduct regional diversity summits. Focus HRC meetings on diversity. Incorporate diversity training in all-hands meetings/speeches. Conduct <u>surveys</u> utilizing <u>Quality Performance Consultants</u> to identify <u>gaps</u> and <u>implement appropriate interventions</u>.</li> <li>2) Include specific funding for Diversity Management in District and Area budget models.</li> <li>3) Add Diversity Management as a dimension of the RSA process (connection to Diversity can be made in the “restoring the workforce” &amp; “readiness” dimensions). *</li> </ol>
					(continued)		

## Diversity Advisory Council Fall 2000 Issues and Recommendations

**C** = Current  
**PA** = Pending program manager action  
**PD** = Pending DAC consideration  
**R** = Resolved

C	PA	PD	R	Date Opened	Issue Discussion	Action Office	Recommendation
					<b>WORKFORCE SUBCOMMITTEE</b>		
X				Fall 00	Members of Team Coast Guard generally do not have a good understanding of diversity management, and therefore are not involved or held accountable		<p>(Continued from previous page)</p> <p>4) Since diversity is a "business decision", it should be included in the COMDT's Quality Award criteria. Ensure comments regarding Diversity Management are included in all feedback reports for CQA/CPC applications/packets. **</p> <p>5) Leverage technology to increase diversity awareness. For example, release an annual Commandant's message on diversity, create e-mail distribution lists, conduct real-time on-line chats with senior Coast Guard leaders as the guest "speaker" (i.e. Commandant, E-10, Area Commander, etc.) ***</p> <p><b>Comments by G-C:</b></p> <p>* (#3) I need to discuss this more to understand the link.</p> <p>** (#4) Excellent Idea.</p> <p>*** (#5) Another good idea made possible by Intranet and technology. Like anything else the proof is in the implementation. Our "rep" is better than our reality. G-W - let's discuss.</p>

## Diversity Advisory Council Fall 2000 Issues and Recommendations

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date Opened	Issue/Discussion	Action Office	Recommendation
					<b>ETHNIC SUBCOMMITTEE</b>		
X				Spring 00	<p><b>Speak English Only Rule</b></p> <p>There is a lack of understanding out in the field regarding the "rules" governing the requirement of Active Duty Coast Guard persons to speak only English in the workplace. There is anecdotal evidence that this is an increasing concern were members of a unit speak other than English as a first language. To date, at least 5 different commands have inquired as to guidelines and restrictions that they may, or may impose on their crew members with regards to this issue. The inquiries to date request to know whether or not it was "legal" for a Command to issue a "Speak English Only" rule aboard its unit.</p>	G-WTL	<p>The Ethnic Subcommittee has drafted a Flag Voice for routing and potentially released to the field.</p> <p>At the Spring 00 outbrief, G-C noted that it was essential that this Flag Voice be extremely well thought out. It should provide sufficient background information to show sensitivity to all sides of the issue prior to reiterating policy.</p> <p><b>Comments G-C:</b></p> <p><b>I look forward to reviewing the Flag Voices.</b></p>
X				Fall 00	<p><b>Shaving Waiver</b></p> <p>Some members have a medical condition that makes shaving painful and disfiguring. This condition requires the need of a medical shaving waiver. Our initial finding indicates that the CG Medical Manual does not address this waiver issue. There is also some anecdotal evidence showing disparities in the manner in which these saving chits are issued and/or honored by the unit. The subcommittee's review of the procedures for obtaining a waiver, as briefly outlined in the Uniform Regulations, found the procedures to be unclear &amp; non-specific.</p>	G-WKH WPM	<p>Recommend that either the Medical Manual or Uniform Regulations be made more clear with regards to the issuance, and honoring of shaving chits.</p> <p><b>As a result of comments by G-CV at the DAC outbrief, G-WK and G-WP took this issue for action. The resolution is currently included in the Future Force 21 Stroke of the Pen package, which was signed on 20 Dec 00 by G-W.</b></p> <p><b>Comments G-C:</b></p> <p><b>I look forward to signing this Stroke!</b></p>

## Diversity Advisory Council Fall 2000 Issues and Recommendations

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date Opened	Issue Discussion	Action Office	Recommendation
X				Fall 99	<b>GENDER SUBCOMMITTEE</b>  <b>Sex Crimes</b>  There are <u>indications</u> that the problem of sexual assault and rape is <u>growing</u> at an alarming rate. Our Spring DAC research included information from CGIS, Work-Life, and G-LMJ as well as statistics from PACAREEA. All the information gathered showed an <u>escalating</u> trend. This trend leads us to grave concerns regarding this extent of the issue and how it impacts the Coast Guard. Problems identified by the DAC are wide-ranging, and include a rise in incidents (both reported and <u>unreported</u> ), training deficiencies, outdated or poorly distributed COMDT instructions, and a general lack of awareness on the part of Coast Guard personnel. <u>This is a critical issue that is causing morale and retention problems</u> and we recommend it be addressed immediately. <b>Amen! Concur.</b>	G- W WTL WKW LMJ O-CGIS	Last June, the DAC recommended that an ALCOAST be released concerning the issue. After further consideration the DAC believes that more information is needed. We recommend that a Work Group be <u>chartered</u> to study the situation and recommend action. The Charter should consist of various Headquarters program elements that have oversight this issue.  <b>Comments by G-C:</b>  G-W should take for action and advise me. This is a serious issue and demands organizational direction and field unit execution. Please help me understand the status today better.
					?		

## Diversity Advisory Council Fall 2000 Issues and Recommendations

**C** = Current  
**PA** = Pending program manager action  
**PD** = Pending DAC consideration  
**R** = Resolved

C	PA	PD	R	Date Opened	Issue Discussion	Action Office	Recommendation
X				Spring 00	<b>Gynecological Care</b>  Many Coast Guard women are concerned with the quality and lack of choices regarding gynecological care. The pap exam is a very private and awkward procedure and must be done on an annual basis as a part of preventative medicine. Currently members in the field are required to see their Primary Care Manager (PCM) for routine pap exams. The Gender Policy Advisors and G-WK continue to receive concerns from the field concerning GYN care. Concerns stem from two parts, (1) Quality of care, specifically the qualifications of physicians conducting the exam and (2) "Comfort". Comfort includes familiarity, i.e. a co-worker being required to conduct the exam or a person within the rating chain (senior/subordinate) required to conduct the procedure. ☹️	G-WK WK WTL WKH	<p>G-WK has been aggressive in insuring that CG physicians are medically board certified to conduct these exams. G-WK has indicated that these exams are considered "routine care" and thus, female active duty members are not entitled to visit an OB/GYN specialist. Additionally, TRICARE does not permit referrals for "routine care" (pap exam or other exams). +</p> <p>To alleviate the "comfort" concerns for individuals, two options exist, (1) The member can ask their CO to have their primary care manager changed to an alternate location. (2) Request a "one time" Non-Fed med referral for an alternate visit based on articulable concerns, i.e. co-worker, senior/subordinate.</p> <p>Recommend information regarding these available options be disseminated to all women, commands and clinics.</p> <p><b>Comments by G-C:</b>                      I'm not certain I fully understand the issue. WK, please come see me. The recommendations seem like partial fixes.</p>



## Diversity Advisory Council Fall 2000 Issues and Recommendations

**C** = Current  
**PA** = Pending program manager action  
**PD** = Pending DAC consideration  
**R** = Resolved

C	PA	PD	R	Date Opened	Issue Discussion	Action Office	Recommendation
					<b>EQUAL OPPORTUNITY SUBCOMMITTEE</b>		
X				Spring 00	<p><b>Lack of Minorities and Women in certain disciplines</b></p> <p>Within certain career specialties, the numbers of minorities and women are substantially lower than in other Coast Guard communities. For example; within the aviation community (officer and enlisted) there is a significant lack of women and minorities across the board. There are currently no female African American pilots in the Coast Guard. Why are there no women African American pilots when the Coast Guard is working to make all members feel valued and welcome in all communities? Are there barriers that systemically prevent women and minorities from entering and remaining in the aviation community?</p>	<p>G-OCA, WP-1</p> <p>CGPC opm epm</p>	<p><u>Investigate root causes</u> surrounding the under-representation of minorities and women within the aviation community and develops recommendations for closing the gaps.</p> <p><b>Comments by G-C:</b></p> <p>Teams should include reps from all impacted groups. We must acknowledge the propensity issues here and be careful not to try to make happen what won't or can't happen.</p>
X				Fall 00	<p><b>Technology adjustments for persons with disabilities</b></p> <p>Section 508 Series of Amendments of the Rehabilitation Act, due out by the end of this year, requires organizations to make information technologies (IT) and WEB sites accessible to persons with disabilities (both internal and external to the organization). Agencies will be required to come into compliance within six months after formal release of the amendments.</p>	<p>G-CIT</p>	<p>Ensure that all hardware and software modifications are made to meet the requirements set forth in the Act.</p> <p><b>Comments by G-C:</b></p> <p><b>Concur. Action to CIO.</b></p>

**“PD”  
Pending DAC  
Consideration  
Issues**

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Workforce Subcommittee</b>		
		X		Spring 00	<b>Auxiliary is underutilized</b>  G-OCCX and the Coast Guard Auxiliary have been aggressive in their efforts to establish a diversity program.		The Auxiliary has received support from other program managers in their efforts. Although there have been many successes at the HQ level, much remains to be done. For example, although the new system for coding data for Auxiliary skills and talents is in place, it is not used due to lack of funding. At this time, we have no estimate when funding will be available to begin collection of data. In the meantime, we recommend that Human Relations Councils include Auxiliary and Reserve members, per the EEO Handbook.

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

**C = Current**  
**PA = Pending program manager action**  
**PD = Pending DAC consideration**  
**R = Resolved**

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Workforce Subcommittee</b>		
		X		Fall 98	<b>Limitations on civilian career development opportunities.</b>  Further recommendations on civilian professional development opportunities pending receipt of the Civilian Needs Assessment from G-WTL and the Civilian Staffing and Career Patterns Study from G-WPC. When completed, the Civilian Needs Assessment will identify professional development gaps in the civilian workforce as well as appropriate interventions. Although there appears to have been a recent increase in the use of career ladders for civilian vacancies, the Career Staffing Pattern Study will provide more definitive answers on this issue.		

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Workforce Subcommittee</b>		
		X		Fall 98	<p>With regard to diversity, many view the Coast Guard as “Talking the Talk” but not “Walking the Walk.” In many places, our work environment does not truly reflect that we value diversity. Women and minorities need to be more visible throughout the Coast Guard.</p> <p>Although G-IP maintains a database of diverse photos units can use to update their artwork, few have done so. The Flag Voice being prepared by G-WTL encouraging unit leaders to reflect different aspects of diversity in their artwork should help in this capacity. We recommend that the Flag Voice encourage senior leaders to look at unit artwork.</p>		

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current

PA = Pending program manager action

PD = Pending DAC consideration

R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Workforce Subcommittee</b>		
		X		Spring 00	<p><b>Strengthening the role of civilians in Team Coast Guard</b></p> <p>Reading the first line of Flag Voice 89, Training Recruits and Integrating Apprentices into the Workforce, we wondered...what if we replaced the word "recruit" with the words "civilian employees"? With that in mind, the first line would read "the training of civilian employees is an investment in the Coast Guard's future." What kind of investments are we making in the area of training our civilian employees, and what is the return on our investment? Are we preparing them for "the journey to pride and professionalism?" We believe the same energy being channeled into indoctrinating our recruits and other Team Coast Guard members should be channeled into new civilian employees.</p>		<p>We strongly recommend the implementation of an orientation program for all civilians hires within the first year of employment to familiarize them with the Coast Guard environment and facilitate interaction with the military community.</p>
		X		Spring 00	Same issue discussion as above		Recommend distribution of the Blue Jacket's manual to new civilian hires.

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Workforce Subcommittee</b>		
		X		Spring 00	<b>Accountability for Diversity (Performance Evaluation Forms)</b>  The Commandant has emphasized the importance of diversity to the Coast Guard. To ensure accountability of all members of Team Coast Guard, a diversity dimension should be placed on all performance appraisals and evaluation forms. We need accountability throughout the organization - from the most junior to the most senior members of the organization. These efforts require a systemic method to reinforce the organizations emphasis.		
		X		Spring 00	<b>Exit interviews</b>  Retention continues to be a problem. We understand that a standardized exit interview is under consideration, and we strongly support this initiative.		We recommend the draft exit interview be reviewed prior to its implementation to provide input regarding diversity issues. Additionally, The Workforce Subcommittee requests a briefing on the progress of the exit interview during th next convening DAC.

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current

PA = Pending program manager action

PD = Pending DAC consideration

R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Ethnic Subcommittee</b>		
		X		Fall 99	Although the needs of majority members are met, Training Centers do not have grooming facilities available to meet the needs of minority members		We recommend that G-WTT, G-WPM and G-WPX re-evaluate policies concerning hair care services provided at Training Centers to ensure basic hair care service is available to all members. This may include hiring an additional part-time licensed professional from the local area to perform chemical services on a bimonthly basis.



## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current

PA = Pending program manager action

PD = Pending DAC consideration

R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Gender Subcommittee</b>		
	X			Fall 98	<b>Impact of lack of educational opportunities on retention</b>  G-WTT is still working on this issue. They are revalidating all TABs to identify reprogramming opportunities, and evaluating the submission of a Resource Proposal that justifies the need and requests programs tied to operational requirements.		
	X			Spring 00	<b>Sexual Assault/rape investigation procedures - New title "Sex Crimes"</b>  Training and Leadership Schools		Recommend that the Work Life staff provide training for new CGIS investigators during their two-week indoctrination program at Training Center Yorktown. Training should encompass COMDT policy and sensitivity/support guidance for working with victims. Recommend that CGIS/EAP Coordinator provide training to courses within the Leadership Development Center, i.e. PCO/PXO, OIC/XPO, Direct Commission Aviator, CPO Academy, etc. Training should include reporting procedures, victim's assistance and counseling resources, etc.
					(continued)		

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Gender Subcommittee</b>		
	X			Spring 00	<b>Sexual Assault/rape investigation procedures - New title "Sex Crimes"</b> (continued from previous page)		Request that G-WK brief the Gender Subcommittee at the Fall 2000 DAC concerning the status of the Victims Witness Assistance and Protection Instruction and efforts to get information out to victims.
					Policy and Awareness		
	X			Fall 99	<b>Dissemination of medical care information</b> We recommend that the appropriate MLC medical policy directives be amended to include specific directions to inform members of their right to appeal decisions the MLC has made to disapprove medical treatment.		We would like to thank G-WK for agreeing to update the Medical Manual to better reflect the medical authorization denial process. We recommend that appeal process information also be included within either the denial letter or message from the respective MLC component.

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current

PA = Pending program manager action

PD = Pending DAC consideration

R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Gender Subcommittee</b>		
		X		Spring 00	<b>Administrative absences for adoptions</b>  The adjustments and requirements for assimilating a newly adopted child into a family are significant, particularly when the child is a newborn and child care is not readily available. Currently, up to five days of administrative absence may be authorized to attend to associated family needs immediately following the birth or adoption of a child. Up to ten days may be authorized for travel to a member's new duty station for relocation and familiarization.		Increase the administrative absence authorized to attend to family needs immediately following the birth or adoption of a child to "up to ten days," making it equal to that authorized for travel to a member's new duty station for relocation and familiarization.

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					Equal Opportunity Subcommittee		
		X		Fall 98	<b>Women Officers appear to be succeeding at a higher rate than other minorities in assignments to command</b>  The Coast Guard Personnel Command provided a breakdown of officers who were assigned to command cadre billets during assignment year 1999. The data given did not support the perception that women officers are succeeding at a higher rate than minority officers. Action pends the results of the Minority Women Officer Retention Study Group.		

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Equal Opportunity Subcommittee</b>		
		X		Fall 98	<b>Unequal treatment based on sexual orientation</b>		
					We look forward to seeing the Flag Voice addressing this issue. G-WP has not yet completed their review of actions taken based on sexual orientation. Once this is finished and areas of misunderstanding are identified, G-WP will take steps to better educate Coast Guard personnel.		
		X		Spring 99	<b>Persons with disabilities are currently underrepresented throughout the Coast Guard workforce.</b>  Recommend that G-HI work with G-WPC and the DOT IWDM to establish a position for a Coast Guard Individual with Disabilities Program Manager.		
					(Continued)		

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current

PA = Pending program manager action

PD = Pending DAC consideration

R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Equal Opportunity Subcommittee</b>		
		X		Spring 00	<p><b>Persons with disabilities are currently underrepresented throughout the Coast Guard workforce.</b></p> <p>(continued from previous page)</p> <p>G-WPC has undertaken several excellent initiatives to enhance the CG's ability to hire individuals with disabilities, including requesting a recruiter to targeted the recruitment of disabled employees, using the Workforce Recruitment Program for College Students with Disabilities as a source for summer hires, attending a job fair for people with disabilities, and linking their website with those designed to provide information to individuals with disabilities. G-WPC indicated in their response that they will continue to look for ways to hire more individuals with disabilities, and we support their continued efforts. We request a briefing from G-WPC on the results of their initiatives at our Fall 2000 meeting.</p>		<p><b>Note :</b> At the outbrief, G-C added that the Equal Opportunity Subcommittee should also request a briefing from those who are responsible for making facilities ADA compliant. As a military organization we have an instant cop-out that we don't need to comply with ADA regulations. We must not let our military status keep us from doing the right things right.</p>

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					<b>Equal Opportunity Subcommittee</b>		
		X		Spring 99	<b>For certificates containing religious wording, develop generic certificates.</b>  Thank you to G-WPM for developing the generic certificates and making them available via Jet Form Filler. G-WPM is drafting a letter for G-W's signature that will direct all commands to use generic certificates (8 Dec 00).		
		X		Spring 00	<b>The delivery of ecumenical prayers at command sponsored functions</b>  When Coast Guard chaplains are not available, local pastors are often used during command sponsored functions to deliver the invocation and benediction.		
					(Continued)		

## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					Equal Opportunity Subcommittees		
		X			<p><b>The delivery of ecumenical prayers at command sponsored functions</b></p> <p>(Continued from previous page)</p> <p>When local pastors are used, their prayers often adhere closely to the tenets of their particular religion rather than on a more ecumenical basis. This may make some members in the audience feel uncomfortable, particularly if the pastor uses the invocation or benediction as an opportunity to "preach" to the audience rather than pray to God.</p>		<p>Whenever possible, use Coast Guard chaplains to provide the invocation and benediction at command sponsored ceremonies. For those cases when local pastors must be used, ensure commands are well educated concerning religious accommodation issues and policies. This guidance should be given to all prospective commanding officers and officers-in-charge, perhaps during PCO/PXO and OINC/XPO School.</p>



## Diversity Advisory Council Pending Issues From Previous DAC Meetings

C = Current

PA = Pending program manager action

PD = Pending DAC consideration

R = Resolved

C	PA	PD	R	Date opened	Issue/Discussion	Action Office	Recommendation
					Equal Opportunity Subcommittee		
		X		Spring 00	<p><b>Evaluate whether or not to raise the age limit for flight school</b></p> <p>Pilots are leaving the Coast Guard at an alarming rate to find civilian employment as airline pilots. Increasing the maximum age would increase the pool of qualified applicants, and may also increase the number of minority and female applicants.</p> <p>If age waivers are available under a given set of circumstances (previous experience, training or abilities), disseminate this information to Coast Guard personnel.</p> <p>Review the no waiver policy of Aviation Cadet Program for alignment with flight school policy.</p>		<p><b>Note:</b> During the outbrief, G-C noted that when looking at this issue, we should also look at the fact that we sometimes require perfectly good pilots to involuntarily separate from the Coast Guard. Review current policy on the maximum age for flight school and data that supports/refutes it. Make adjustments in light of an individual's abilities, previous experience or training.</p>

“R”  
Resolved  
Issues

## Diversity Advisory Council Resolved Issues

**C = Current**  
**PA = Pending program manager action**  
**PD = Pending DAC consideration**  
**R = Resolved**

C	PA	PD	R	Date opened	Issue Discussion	Action Office	Recommendation
					<b>Workforce Subcommittee</b>		
		X		Opened: Fall 98 Closed: Spring 00	<b>Minorities and women remain underrepresented in Team Coast Guard, particularly in the Reserve component.</b>  We applaud G-WTR on their Compass Outreach Initiative and efforts to reach groups traditionally underrepresented in the Coast Guard Reserve. We will continue to monitor recruiting trends and the representation of minorities and women through the briefings we periodically receive from G-WP.		

## Diversity Advisory Council Resolved Issues

C = Current

PA = Pending program manager action

PD = Pending DAC consideration

R = Resolved

C	PA	PD	R	Date	Issue Discussion	Action Office	Recommendation
				opened	<b>Ethnic Subcommittee</b>		
			X	Opened: Fall 98 Closed: Spring 00	<p><b>Language skills compensation</b></p> <p>The Foreign Language Needs Assessment Study is complete. The Study Team determined that there is a need for bilingual personnel in D7, D11 and D14. To have the legal authority to implement a compensation program for bilingual personnel, the CCG enrolled in the Defense Language Institute. This is the first step in developing this program. The Implementation Plan should be complete by August 00. Final implementation is expected in FY03. Budgetary and workforce constraints will have to be taken into account.</p> <p>CG needs recruiting incentives to entice those with bilingual abilities to join. Because there are enough bilingual personnel in the Coast Guard to meet our needs, the study team did not address recruiting incentives.</p> <p>CG needs a Mechanism to ensure fairness in the assignment process. The Study Team recognized the critical need for the implementation of this initiative to be fair and well-thought out to avoid negative unintended consequences.</p>		

## Diversity Advisory Council Resolved Issues

C = Current  
 PA = Pending program manager action  
 PD = Pending DAC consideration  
 R = Resolved

C	PA	PD	R	Date opened	Issue Discussion	Action Office	Recommendation
					<b>Gender Subcommittee</b>		
		X		Opened: Spring 99 Closed: Spring 00	<b>Weight standards are not consistently applied throughout the Coast Guard</b>  G-WPM is in the process of reviewing the weight instruction for rewrite. This includes the consistent application of standards. We look forward to seeing the updated instruction.	G-WPM	
		X		Opened: Fall 99 Closed: Spring 00	<b>Support for victims of sexual harassment</b>  We would like to thank G-HI for agreeing to include the availability of victim-counseling resources in their last update to the Equal Opportunity Manual.	G-H	